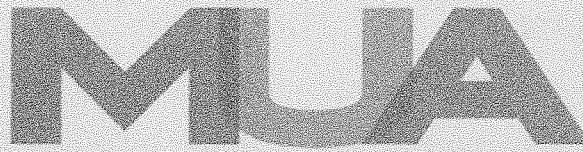




MUA/RASA/EXAM/QP/2013

The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS -APRIL 2013

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

UCU 104: FUNDAMENTALS OF LEADERSHIP

DATE: 19TH APRIL 2013

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **six (6)** questions.
4. Question **ONE** is **compulsory**.
5. Answer any other **THREE** questions.
6. Question one carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

MAKABUTI LTD

Makabuti Ltd is a medium-sized company making specialized pharmaceutical products. The Chief Executive Mr. George Lou started the company 22 years ago with some of his inventions as his first products.

Makabuti has for a long time dominated the market due to patent protection and it had no strong competition. However, in recent years, due to technological changes and increase in competition, the sales have drastically dropped resulting in the firm having its first loss last year.

This loss has resulted in the board hiring a management consultant to remedy the situation. After the review, the consultant has discovered a number of problems.

First, despite Makabuti's products remaining of high quality, and having high demand, the competition has also steadily improved on quality to match Makabuti.

Secondly, Makabuti's sales force is very small, because the top management believe that due to its quality, the products could sell themselves. The competition has a larger, trained and aggressive sales force leading to competition taking most of Makabuti's customers.

Thirdly, Makabuti has a highly paid and bloated management and administrative structure leading to high overheads making their product pricing uncompetitive. The consultant reported these findings to George and the board and George is scheduled to meet with the board to present the plan for turning around the company.

(a) If George retired and you were hired as the new CEO, explain briefly what kind of leadership you would put in place to ensure a fast turnaround? (15 marks)

(b) What are some of the guidelines you would put in place while formulating the turnaround strategy. (10 marks)

QUESTION TWO

- (a) What are some of the reasons why efforts to change organisations often fail?
- (b) What are the process theories of change and how are they used in organisations?

(15 marks)

QUESTION THREE

- (a) What are the potential benefits and risks of delegation? (7 marks)
- (b) As a leader, explain at least 4 ways you would promote an ethical climate within the organization, (8marks)

QUESTION FOUR

What are some of the different criteria that have been used to evaluate leadership effectiveness? And are some criteria more useful than others? (15 marks)

QUESTION FIVE

Give some of the elements of servant leadership and how servant leadership contrasts with the other types of leadership. (15 marks)

QUESTION SIX

- (a) Describe the distinct differences between a leader and manager with examples? (8 marks)
- (b) As a leader, list the guidelines you would use to put in place a team building mechanism within the organization. (7 marks)

